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DD/A Registry

77-2637

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File *Training - 6*

19 SEP 1977

MEMORANDUM FOR: Director of Central Intelligence

FROM: Michael J. Malanick
Acting Deputy Director for Administration

SUBJECT: Questions from Midcareer Course No. 58 (U)

(C) In preparation for their meeting with you on 21 October 1977 at 1130, the members of Midcareer Course No. 58 prepared a list of concerns they would like you to discuss with them. They are particularly interested in the current reorganization of the Intelligence Community and your general perception of the Central Intelligence Agency, particularly the Directorate of Operations and the National Foreign Assessment Center. You may wish to make some general comments and then open the meeting to class discussion. Areas of greatest concern are:

a. Intelligence Community

(1) How are you balancing your dual role as Director of Central Intelligence and Director of the Central Intelligence Agency? Specifically, what do you wish to accomplish by reorganizing the Intelligence Community? What role will the DDCI play in this? How will the formation of the National Intelligence Tasking Center impact on Agency requirements and tasking?

(2) The class perceives that spokesmen from the Intelligence Community and Agency top management seem uncertain and confused about the direction of the Intelligence Community against a background of Congressional investigations. How do you see this phenomenon?

(3) What steps have you initiated to stop leaks of classified information from Congress and the Intelligence Community, including the Agency? What effect have they had? What more can be done?

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SUBJECT: Questions from Midcareer Course No. 58 (U)

b. Central Intelligence Agency

(1) How do you feel the CIA and its product is regarded by the President, the National Security Council, and the Cabinet? Now that you have been on board for about seven months, how have your perceptions of the Agency changed?

(2) What are your views on bringing in outside experts to provide an alternative point of view on major intelligence problems? Do you believe that such a process will improve the intelligence product? Will it improve objectivity or open up intelligence production to political bias, as some have charged was the case with the Team A - Team B exercise regarding the recent Soviet estimate?

(3) What do you foresee as the long-term role and size of the Directorate of Operations?

(4) Would you please comment on your philosophy of personnel management? What personnel policies would you like to see implemented in the Agency? Do you believe that promotion and other personnel procedures should be standardized throughout the Agency? Do you regard a quota system as a valid means of dealing with Equal Employment Opportunity?

(5) The class perceives a decline in morale throughout the Agency. What can be done to improve it?

/s/ Michael J. Malanick
Michael J. Malanick

Attachment:
Photographs of Midcareerists (C)

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DD/A Registry

Executive Registry

77-9926

19 OCT 1977

MEMORANDUM FOR: Director of Central Intelligence

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Acting Deputy Director for Administration

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SUBJECT: Questions from Midcareer Course No. 58 (U)

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Michael J. Malanick

Attachment:
Photographs of Midcareerists (C)

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